

Most Immediate

**Government of Pakistan
Ministry of Communications**

No. 9(71)/2000-RT

Islamabad, September 30, 2026

To,

- 1) **The Director General,**
National Logistics Corporation (NLC),
Rawalpindi
- 2) **The Chairman,**
Pakistan National Committee of International Chamber
of Commerce (PNCICC), 5th Floor, V.M. House,
West Wharf Road, Karachi
- 3) **Rana Asif Khan,**
President, IRT Chamber of Pakistan,
Suite # 1-A, 1st Floor, Sattar Chambers,
29-West Wharf Road, Karachi

Subject: 14TH ECO MINISTERIAL MEETING ON TRANSPORT AND ITS
SENIOR OFFICIALS MEETING ON THE MARGINS OF THE NEW
SILK WAY TRANSPORT AND LOGISTICS FORUM IN ASTANA

I am directed to enclose a copy of Ministry of Foreign Affairs' letter No. ECO-1/2/2025, dated 28th September, 2026 on the above subject and to say that a Private Sector Implementation Session on digitalization and financing of the ECO Transport Sector has been scheduled immediately after the Ministerial Meeting on Transport on 15th October, 2026 at Astana, Kazakhstan. The concept paper on the purpose and structure of this session is attached with the aforesaid letter.

2. In view of above, it is requested to kindly nominate relevant representatives from private sector to participate in the aforesaid Session and convey to this Ministry **by 2nd October, 2026**. The expenditures incurred on the visit will be borne by the private sector companies or nominees themselves.

3. Matter may kindly be treated as Most Urgent.

Encl: As above


(Shahbaz Latif Mirza)
Director (Road Transport)
Tele: 051-9214988

Immediate



GOVERNMENT OF PAKISTAN
MINISTRY OF FOREIGN AFFAIRS



No.ECO-1/2/2025

Islamabad, the 28th September, 2026

From

Alim Ullah
Assistant Director (ECO)

To

- 1- Shahbaz Latif Mirza, Director(Road Transport), MOCM, Islamabad
- 2- Abid Saeed, Deputy Secretary(A&P, MOMA, Islamabad
- 3- Shah Jahan Alam, DD/AD A&L, MOR, Islamabad
- 4- Irfan Hassan, Chief Coord Aviation, MOD, Rawalpindi

SUBJECT: 14TH ECO MINISTERIAL MEETING ON TRANSPORT AND ITS SENIOR OFFICIALS MEETING ON THE MARGINS OF THE NEW SILK WAY TRANSPORT AND LOGISTICS FORUM IN ASTANA

Attached is a letter received from the Pakistan Mission in Tehran, along with the ECO Secretariat's Note Verbale No. TC/2026/1052 dated 21st September 2026, requesting early confirmation of participation, along with composition and flight details of the delegation, for the 14th ECO Ministerial Meeting on Transport (15 October 2026) and its Senior Officials Meeting (14 October 2026), to be held on the margins of the "New Silk Way" Transport & Logistics Forum in Astana.

2. It is further informed that a Private Sector Implementation Session on digitalization and financing of the ECO transport sector has been scheduled immediately after the Ministerial Meeting on 15th October 2026. The concept paper on the purpose and structure of this session is also enclosed, and the Secretariat has requested facilitation of participation by relevant private sector entities.
3. It is requested that the composition and flight details of the delegation, along with nomination of relevant private sector representatives, may kindly be communicated at the earliest, to enable this Ministry to convey the same to the ECO Secretariat.

Alim Ullah
Assistant Director (ECO)

Copy for information to:-

- 1- Kiran Kazmi, Director (ECO), MOFA, Islamabad



Economic Cooperation Organization

ECO

No: TC /2026/1052

Priority: Urgent

Date: 21/9/2026

Attachment: Yes

The Secretariat of the Economic Cooperation Organization (ECO) presents its compliments to the Ministry of Foreign Affairs of the Islamic Republic of Iran and the Embassies of ECO Member States in Tehran and following its Notes Verbal No. TC/2026/776 dated 06 August 2026 and No. TC/2026/979 dated 09 September 2026, has the honour to request for early confirmation of participation along with composition and flight details of delegations attending the 14th ECO Ministerial Meeting on Transport (15 October 2026) and its Senior Officials Meeting (14 October 2026) to be convened on the margins of the "New Silk Way" Transport & Logistics Forum in Astana.

As of today, participation of the honourable Ministers of the Islamic Republic of Iran, Republic of Kazakhstan (host) and Kyrgyz Republic, as well as distinguished Deputy Minister of Turkmenistan have been confirmed.

As indicated in the tentative programme circulated through No. TC/2026/979 dated 09 September 2026, a session has been dedicated to dialogue with ECO private sector representatives and ECO partners (on digitalization and financing issues) immediately after the Ministerial Meeting on 15 October, 2026. An initial concept paper on purpose and structure of the session is attached to this Note. It will be highly appreciated if Member States kindly facilitate participation of the representatives of the relevant private sector entities in this important side event.

The ECO Secretariat avails itself of this opportunity to renew to the esteemed Ministry and the Embassies the assurances of its highest consideration.



All ECO Member States, Tehran

Cc.

ECO Secretariat - No. 1, Golbou Alley, Kamranieh, Tehran, Iran - Postal Code: 19519 33114 - P.O.Box: 14155-6176

Tel: +98 (21) 22831733-4 Fax: +98 (21) 22831732 Email: registry@eco.int Website: <http://www.eco.int>



Be green. Print wisely.

PRIVATE SECTOR IMPLEMENTATION SESSION

**Dialogue with private sector on
digitalization and financing of the ECO transport sector¹**

15 October 2026 – Astana, 15:40–17:30

Purpose and Structure

¹ The session outcomes will be consolidated into a package of practical proposals as an annex to the ECO Astana Ministerial Declaration.

1. Status and Purpose of the Session

This dialogue is intended to provide the representatives of the private sector active in regional and international transport and transit with an opportunity to be heard by high level officials and policy makers from the ECO Member States as well as ECO Secretary General and high-level authorities from partner organizations. The session is held as an independent private-sector platform in parallel with the ECO intergovernmental transport agenda. The ministerial meeting establishes and formalizes policy guidelines and agreements; the role of the private sector is to propose specific projects, technologies, financial models and mechanisms for implementing those guidelines and agreements.

The session is an attempt to engage the private sector in translating the Ministerial political will into a practical portfolio of initiatives suitable for further development by ECO Member States, the ECO Secretariat, national operators, financial institutions and private companies.

Implementation Logic

ASTANA DECLARATION → PRIVATE SECTOR PROPOSALS → PROJECTS / FINANCING → KPI → IMPLEMENTATION

Participation Principle

Each session participant presents not a corporate presentation, but one specific implementation proposal. Each company completes a standardized proposal form before the event. Inclusion of a proposal in the final package is not automatic and is subject to substantive and protocol consolidation by the Chair and the ECO Secretariat.

2. Scope of the Transport Agenda

Rail Transport

Capacity, commercial speed, border interfaces, container services, terminals, and digital management of assets and operations.

Road Transport

International corridors, border crossing points, e-Permit/eTIR, weight and dimension control, ITS, transit time and cost.

Caspian / Maritime Transport

Ports, ferry and Ro-Ro services, water depths, transshipment, containerization, resilience of port infrastructure, and port-rail-road integration.

Civil / Cargo Aviation

Air Cargo, cargo hubs, cargo villages, transit regimes, e-commerce logistics, and multimodal integration.

Intelligent and Autonomous Transport

Autonomous freight solutions, AI-based dispatching, automated terminals, digital twins, regulatory sandboxes and safety.

3. Three Key Questions of the Session

I. Infrastructure and Transport Corridors

Key question: where does the ECO transport system actually lose time, capacity and money — and which private-sector solutions can remove these constraints?

- Which bottlenecks are infrastructural, and which are operational or administrative?
- Which projects can generate corridor-wide, rather than merely local, impact?
- How can rail, road transport, Caspian ports and Air Cargo be integrated into a multimodal chain?
- Which indicators should demonstrate results: transit time, commercial speed, tonnage, cost, terminal throughput, schedule reliability?
- Which pilot can be launched in 2027–2028 and scaled across the ECO region?

II. Digitalization and Next-Generation Transport

Key question: which digital solutions genuinely reduce transport time and cost without creating yet another closed information system?

- Interoperability of national systems and exchange of the minimum necessary data.
- Electronic permits, transport and customs documents; a unified digital trace of the shipment.
- ITS, AI analytics, terminal automation, autonomous solutions and digital infrastructure models.
- Cybersecurity, data rights, national data sovereignty and audit.
- Transition from a technology pilot to measurable economic impact.

III. Financing and Scaling

Key question: which private-sector proposals can become financeable projects, and what is required to make them investment-ready?

- Bankability: revenue model, risks, guarantees, CAPEX/OPEX and verifiable KPIs.
- PPP, concessions, project and blended finance, IFIs, development banks and private capital.
- Project preparation: feasibility, data room, risk allocation, procurement and contractual model.
- Linking financing to the achievement of specific results rather than to budget disbursement itself.
- A mechanism for scaling a successful pilot to other ECO Member States and corridors.
- **International Financing Conference for ECO Transport Corridors and Projects, July 2027.**

4. Participant Format

The optimal format is eight principal participants plus a moderator. Government bodies and the ECO Secretariat participate as institutional partners, while the substance of the session is shaped by the market.

1	Rail / Container Operator	Corridor capacity, terminals, transit and interoperability.
2	International Road Carrier / Logistics Operator	Border-crossing practice, permits, delivery cost and reliability.
3	Port / Maritime Operator	Caspian logistics, ferries, ports and multimodal interfaces.
4	Airport / Airline / Air Cargo Operator	Cargo aviation, hubs, transit and multimodal logistics.
5	Technology Company — ITS / Autonomous / Logistics Tech	Digital, intelligent and autonomous solutions; data integration and measurable impact.
6	Multimodal / International Logistics Operator	End-to-end chain and customer requirements for the corridor as a single product.
7	IFI / Development Bank / Infrastructure Investor	Bankability, PPP, project finance, investment readiness and requirements for performance monitoring.
8	SAQTAN AI	End-to-end digital architecture and implementation monitoring.

Participant Selection Criterion

A participant should have a practical project, infrastructure asset, financial instrument or technology solution that can be proposed for deployment on ECO transport corridors. Priority is given to proposals with a clearly defined geography, responsible parties, economic impact, timeline and potential for scaling.

5. Agenda and Timing · 15:40–17:00

15:40–15:44	4	Moderator's Opening	Framework: the Declaration sets the political direction; the market must propose an implementation mechanism.
15:44–16:02	18	Block I. Infrastructure and Corridors	Brief interventions by transport operators. Focus: bottlenecks, projects, KPIs and a pilot.
16:02–16:20	18	Block II. Digitalization	Technologies, interoperability, electronic documents, ITS, AI and autonomous solutions. Only solutions with measurable impact.
16:20–16:35	15	Block III. Financing	Response by banks/IFIs/investors to market proposals: bankability, capital structure and financing conditions.
16:35–16:47	12	Transition / Technical Break	Consolidation of final wording across the three blocks; preparation for the general discussion.
16:47–16:56	9	General Discussion	All eight participants refine their proposals and formulate practical projects for the final annex.
16:56–17:00	4	Confirmation of Outcomes	The moderator announces the procedure for consolidating the Private Sector Implementation Proposals.

Speaking Rule

No lengthy corporate presentations. Each intervention: 3–4 minutes and one substantive slide: problem → solution → geography → required partnership/financing → KPI.

6. Moderator's Questions

Block I — Infrastructure and Corridors

- Identify one constraint that currently has the greatest impact on the efficiency of your segment of the transport chain.
- What specific solution do you propose, and why does it generate an effect at corridor level?
- What is required from other operators or governments for the solution to work?
- Which KPI, after 12–24 months, will demonstrate that the project has succeeded?

Block II — Digitalization

- What actual loss of time or money does the proposed technology eliminate?
- What data are genuinely required for the solution, and what data can remain within national systems?
- How is interoperability ensured without replacing existing information systems?
- Where would it be most appropriate to conduct the first cross-border or corridor pilot?

Block III — Financing

- Which of the proposed projects is already close to investment readiness?
- Which risks currently make it unbankable?
- Which financial structure is most realistic: PPP, project finance, blended finance, debt or equity?
- Which KPIs and data does the financing party need to monitor performance?

Final Question to All Participants

What one practical project is your organization prepared to propose for implementation of the ECO transport agenda in 2027–2028?

7. Company Proposal Form

To be completed by each participant in advance. Each organization submits one proposal form. One additional proposal may be submitted if necessary.

Company / Organization	
Country	
Contact Person	
Transport Mode / Area	Rail / Road / Caspian-Maritime / Air Cargo / Autonomous-ITS / Finance
Proposal / Project Title	
Problem Addressed by the Project	
Proposed Solution	
Geography / Corridor / Pilot Section	
Partners Required for Implementation	
Requirements from Government / ECO	
Indicative Financing Amount and Model	
Key KPIs	
Expected Pilot / Implementation Timeline	
Potential for Scaling Across ECO	

8. Draft Final Annex

ANNEX TO THE ASTANA DECLARATION

PRIVATE SECTOR IMPLEMENTATION PROPOSALS ON TRANSPORT CONNECTIVITY, DIGITALIZATION AND FINANCING

Working status: a consolidated list of private-sector proposals for consideration by the Chair and the ECO Secretariat. The final status and procedure for attachment to the Declaration will be determined through the intergovernmental process.

SECRETARY GENERAL
ECO SECRETARIAT
ASTANA, KAZAKHSTAN

1	Railway	
2	Road	
3	Caspian / Maritime	
4	Air Cargo	
5	Autonomous / ITS	
6	Finance	
7	Multimodal / International Logistics	
8	End-to-End Digital Architecture	SAQTAN AI

Criteria for Inclusion in the Annex

- alignment with the transport agenda of the Astana Declaration;
- a specific project and clearly defined implementation geography;
- measurable economic/operational impact;
- a realistic partnership and financing model;
- defined KPIs and timelines;
- potential for piloting and subsequent scaling.

9. Expected Outcome on 15 October

By 17:00, the outcome should be not a collection of speeches, but a structured portfolio of private-sector proposals that can be taken forward as a practical continuation of the Astana Declaration.

- proposals covering all key modes of transport;
- initiatives on digitalization and autonomous transport;
- positions of banks, IFIs and investors on project bankability;
- a list of potential pilots for 2027–2028;
- a unified framework for KPIs and implementation monitoring;
- a draft Private Sector Implementation Annex.

Key principle: the political decision sets the direction; the private sector proposes the implementation mechanism; the financial sector defines the conditions for investment readiness; and the end-to-end analytical layer ensures measurable implementation.

Basis for Preparation

This document was prepared on the basis of: the Tentative Programme of the ECO events, New Silk Way Forum, Astana, 14–16 October 2026; drafts of the Astana Declaration 2026 (including versions containing digital initiatives and the Astana Programme of Action); and materials from the previously developed session on digital transport infrastructure.